



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://cao.lacounty.gov>

DAVID E. JANSSEN  
Chief Administrative Officer

November 8, 2006

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David E. Janssen  
Chief Administrative Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

**DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT  
SHARON GRIGSBY TO THE POSITION OF CHIEF, HEALTHCARE NETWORK  
OFFICER, HS, OPERATIONS (UC)**

Consistent with the August 4, 1998 Board-approved policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Ms. Sharon Grigsby to the position of Chief, Healthcare Network Officer, HS, Operations (UC) at an annual salary of \$169,875 (\$14,156.28/month), placing her in the 3rd quartile of the salary range, R-17, and represents a 20.0 percent salary increase over her current base salary of \$141,562 (\$11,796.90/month).

As the Chief, Healthcare Network Officer, Ms. Grigsby will be responsible for planning, directing and coordinating all hospital, administrative and operational activities and, through the hospital Chief Executive Officers, will provide overall strategic direction of departmentwide healthcare delivery for general acute, tertiary and outpatient care services. Additionally, this position assists the Director of Health Services and Chief Medical Officer in the direction and management of all County inpatient and outpatient healthcare services in the five health services areas of the County.

Currently, Ms. Grigsby functions as the Acting Chief Network Officer responsible for the five Los Angeles County hospitals and related clinics. In this position, Ms. Grigsby works with the director and executive staff on the redesign of public hospital and clinic services for the Southern and Coastal areas, including developing plans to expand comprehensive outpatient services to the population in those areas. Ms. Grigsby is also responsible for overseeing planning for the relocation of LAC+USC Medical Center into the new facility in November 2007.

Each Supervisor  
November 8, 2006  
Page 2

The Department indicates that Ms. Grigsby is highly qualified based on her 20 plus years working in large healthcare organizations with system wide executive responsibilities which required extensive knowledge of healthcare statutes and regulations in multiple settings. Ms. Grigsby served as the Chief Executive Officer of the Visiting Nurse Association of Los Angeles for twelve (12) years and was responsible for four (4) corporations with over sixteen hundred (1,600) employees and a budget of more the \$55 million per annum. In addition to Ms. Grigsby's extensive experience, she has a Master's Degree in Business from the California State University, Los Angeles and has attended various leadership programs, including the Harvard Kennedy School, National Preparedness Leadership Initiative of 2006 and the University of North Carolina National Public Health Leadership Institute of 2004.

The Department indicates that salary placement for Ms. Grigsby within the 3rd quartile of Range 17, with a promotional increase of 20.0 percent, would be consistent with the level of experience and knowledge that she brings to this position. Based on the information provided by DHS regarding Ms. Grigsby's experience and qualifications, we concur with their request to appoint her to the position of Chief, Healthcare Network Officer at an annual salary of \$169,875.

In accordance with the policy on managerial appointments, please advise this office if you would like this request placed on an upcoming agenda for Board action. Unless otherwise instructed by November 15, 2006, we will authorize DHS to proceed with this appointment.

If you have any questions or concerns regarding this appointment, you may call me or your staff may contact Latisha Thompson of this office at (213) 974-1157.

DEJ:SRH:DL  
SAS:DJ:LT:bjs

Attachments

c: Executive Officer, Board of Supervisors  
Director of Health Services

# NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Sharon F. Grigsby

Employee No.:

(Check one) NEW HIRE: ☐ PROMOTION: ☒

## I. FACILITY/PROGRAM

### A. Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

SEE ATTACHMENT

### B. Describe where the position fits into the management organizational structure:

The Chief, Healthcare Network Officer will report to the Chief, Deputy Director, Health Services, who reports directly to the Director of Health Services and Chief Medical Officer.

### C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Chief Healthcare Network Officer plans, directs and coordinates all hospital, administrative and operational activities throughout the Chief Executive Officers. This position will provide overall strategic direction of department-wide healthcare delivery for general acute, tertiary and outpatient care services. This position assists the Director of Health Services and Chief Medical Officer in the direction and management of all County inpatient and outpatient healthcare services in the five health services areas of the County. Depending on the strategic needs of the Department, this position will:

- ❖ Perform a principal role and work with senior management in the redesign and restructuring of the Department.
- ❖ Direct the development, implementation and evaluation of operational plans to expand the provision of services and ensure achievement of Departmental goals and timetables; sets standards in the areas of safety, quality case management and budgetary performance.
- ❖ Serve as principal liaison between the medical schools and DHS top management in order to develop and maintain affiliation agreements with the medical schools. This position will also be responsible for analyzing current affiliation agreements in order to assess accountability, productivity, collaboration and program growth.
- ❖ Review ongoing operations including the capacity and coordination of the hospitals and clinics to meet individual and program objectives. This position will address issues such as aging physical plants and limited resource. This position will also be responsible for establishing a system of succession planning in order to prepare for planned retirement of many senior staff and be responsible for recruitment of highly qualified team members capable of leading the DHS in achieving its objectives.
- ❖ Ensuring the achievement of, and adherence to, all Federal, State, and local licensure/regulatory requirements associated with opening health maintenance organizations.
- ❖ Serves as key advocate for the County's healthcare delivery systems, and in this capacity will work closely with the Director, CEO's, COO's and Board of Supervisors to promote favorable State and Federal policies regarding safety net financial support.

### D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

The candidate has worked in large healthcare organizations with system wide executive responsibilities for over twenty (20) years. As a chief executive officer for twelve (12) years, she directed operational and financial management, policy development, and program and policy evaluations in hospitals, community based healthcare and public health organizations. Her twenty (20) years in leading healthcare facilities required extensive knowledge of healthcare statutes and regulations in multiple settings. The candidate led Joint Commission survey processes at both County hospitals where she served as Chief Operations Officer, and initiated and passed the first accreditation process available for home health and hospice organizations. She implemented strategic planning in three separate organizations.

The ability to develop and maintain close working relationships has characterized each of the candidates' career assignments. In her early tenure with the Department of Health Services, the candidate was responsible for medical school affiliation agreements. In her last position (Director, Public Health Bioterrorism Unit), she created new networks for Public Health with groups and organizations as diverse as the FBI, LAPD, the City of Los Angeles, County Fire Departments, DHS Hazard Materials Division, UCLA Center for Public Health and Disasters, the Terrorism Early Warning Group, and multiple city, state, and federal preparedness professionals and organizations in order to bridge Public Health into the emergency response community.

In addition to directing the Public Health Bioterrorism Program since its inception in March, 2002, the candidate previously served as Area Health Officer for the Service Planning Area 2 (San Fernando Valley) for three (3) years, directing operations for the provision of public health services for two (2) million constituents spread out over 1,000 square miles. In conjunction with ValleyCare and Olive View Medical Center, the candidate planned programs with integrated services and care for patients being served in Public Health clinics. She also served as Acting Director of Community Health Services for one (1) year, during which she was responsible for oversight and supervision of eight (8) Area Health Officers.

The candidate served as the Chief Executive Officer of the Visiting Nurse Association of Los Angeles for twelve (12) years and was responsible for four (4) corporations with over sixteen hundred (1,600) employees and a budget of more than \$55 million per annum. Please see attached resume for specific dates and more detailed information.

**E. Provide the candidate's résumé or curriculum vitae – Attach electronic copy**

SEE ATTACHMENT

**F. Identify highest paid subordinate reporting to this position**

Name: Antoinette Epps Employee #: Title: Hospital Administrator II

Base Monthly Salary: \$ 19218.75 Base Annual Salary: \$ 230625.00 Salary Range/Quartile: R15

**G. Identify management position above the position requested**

Name: John Cochran Employee #: Title: Chief, Deputy Director, Health Services

Base Monthly Salary: \$ 21627.50 Base Annual Salary: \$ 259530.00 Salary Range/Quartile: R18

## II. HUMAN RESOURCES

**Certify that the position is vacant and budgeted – Attach Item Control**

YES ☒ NO

**Verify current salary of the individual for whom the request is being submitted.**

CURRENT BASE SALARY: Month: \$ 11,796.90 Annual: \$ 141,562.80 Range, Quartile: R13, 4<sup>th</sup> Quartile

**NEW HIRE OR PROMOTION:** Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE OVER CURRENT SALARY: 20 %

PROPOSED SALARY: Monthly: \$ 14,156.28 Annually: \$ 169,875.36 Range, Quartile: R17, 3<sup>rd</sup> Quartile

**Provide listing of all internal equivalent positions within facility/program – Attach electronic copy**

SEE ATTACHMENT

**Verify that candidate is listed on the appropriate Certification List and is reachable – Attach electronic copy**

YES ☒ NO

## **SHARON GRIGSBY**

### **CAREER SUMMARY**

Senior healthcare executive with over twenty years experience directing large complex organizations. Extensive experience in hospitals, community-based services, mental health and public health. Special expertise in program development, health care reimbursement, financial management, team building and productivity enhancement. Policy development and legislative advocacy experience at State and Federal levels. A proven leader in innovative health care delivery systems.

### **PROFESSIONAL HISTORY**

#### **COUNTY OF LOS ANGELES, DEPARTMENT OF HEALTH SERVICES**

##### **May 2006 - Present**

**Acting Chief Network Officer**, responsible for the five Los Angeles County hospitals and related clinics; working with director and executive staff on redesign of public hospital and clinic services for the South and Coastal areas; developing plans to expand comprehensive outpatient services to that population; overseeing planning for relocation of LAC-USC Medical Center into the new facility in November, 2007; developing staffing plans for expected turnover of three hospital CEOs within the next year; working with the director to secure CMS federal funding for continuation of services in South Los Angeles.

##### **March 2002 – May 2006**

**Executive Director, Bioterrorism Preparedness**, initiated new \$26 million federal grant, designing programs, developing All-Hazard planning approach, overseeing development of all operating systems for personnel, financial controls, contracts monitoring, federal reporting, program evaluation, information technology support, public information and risk communications, staff and provider trainings. Built multi-cultural, multi-lingual management team to guide program growth and evaluation, and communicate effectively with community and partners. Developed network of law enforcement, fire, FBI, EMS, City and County emergency management and community partners to integrate public health emergency response into state and local response plans. Initiated Continuity of Operations planning; used grant funding to create a Public Health strategic plan which imbedded preparedness planning expectations into all Public Health programs. The grant currently supports 170 positions, including physicians, nurses, epidemiologists, health educators, disaster specialists, financial and staff analysts, with thirty two in my direct line and eight direct reports including two physicians. The present salary is \$141,552.

##### **February 1999- March 2002**

**Area Health Officer**, initiated Service Planning Area office, responsible for Public Health services and programs for 1.9 million residents of the San Fernando Valley through over 200 staff with eight direct reports including a physician and nurse manager, and a budget of approximately three million dollars. Hired multi-ethnic, multi-disciplinary team; unified management structure across two health districts; created strategic plan based on analysis of Area health profiles and risks; integrated public health programs into ValleyCare organization providing smooth flow of patients across service systems; added special services and clinics for Women's Health in Area STD clinics and tuberculosis clinics in ambulatory care center; implemented joint ValleyCare -Public Health service for immigrants clearing 1,000 patient backlog and driving revenue services to ValleyCare; partnering with the Lung Association, used public health nurses to teach asthma control programs in local schools; created a management development program for twenty district nurses self-selecting for additional study and assignments to further their careers. Salary was \$124,788.

#### **CONSULTANT**

##### **Richard Heath and Associates**

##### **January 1997 –January 1999**

Consultant, implementation of Healthy Families Program: Master Trainer, trained assistants to enroll children and families into the program. Daily billing rate of \$500.

##### **The Planning Group, Inc.**

Consultant, strategic plan for California Hospital Medical Center; analyzed hospital operations making recommendations for system-wide improvements. Volunteer.

##### **Partnered for Progress, Inc.**

Interim Executive Director, Volunteer.

**SHARON GRIGSBY**

Page 2

**VISITING NURSE ASSOCIATION OF L.A., INC., Los Angeles, CA****September 1984-June 1996**

President and chief executive officer of multi-corporate, multi-site, not-for-profit home health care agency with revenues of \$55 million and 1,600 employees serving 30,000 county residents annually. System-wide healthcare planning and program oversight of implementation activities for four corporations. Initiated incorporation of a foundation and two for-profit subsidiary companies for private duty services and a home infusion pharmacy, serving as CEO of those companies as well. Developed new programs to meet community needs, such as a comprehensive continuum of services for AIDS patients, including home health care, attendant care, infusion services and hospice. Started a pediatric program in hospice, the only one in the Western states. Brought up the agency's first automated medical record system linking the six agency service sites.

Implemented management development program to upgrade skill of middle managers; diversified the management group for more proportional representation of clientele served; created a support staff training program working with St. Anne's home to train and place their clients, and working with Cal State LA designed a program to improve writing skills of support personnel.

Obtained first home health agency JCAHO accreditation for both the agency and the hospice. Responsible for licensing and compliance with California Title 22 regulations. Served on state and national association boards of directors; elected national president VNA of America for two terms. Direct reports included Chief Operating Officer, two Senior Vice Presidents, CFO, Director of Human Resources, Director of Staff Services and Executive Directors of the three subsidiary companies. Salary was \$150,000 with bonus earned each year offered

**USC SCHOOL OF PUBLIC ADMINISTRATION, Los Angeles, CA****1979-Present****Clinical Professor**

Preceptor for master's students in health administration residency programs; guest lecturer.

**HARBOR UCLA MEDICAL CENTER, Los Angeles, CA****September 1982-September 1984**

Associate Hospital Administrator and chief operating officer for 716-bed acute care teaching hospital with an annual operating budget of \$140 million and 3,000 employees.

**RANCHO LOS AMIGOS MEDICAL CENTER****November 1978-September 1982**

Associate Hospital Administrator and chief operating officer of 687-bed USC teaching hospital specializing in rehabilitation, with annual operating budgets of \$90 million and over 2,000 employees.

**COUNTY OF LOS ANGELES, CHIEF ADMINISTRATIVE OFFICE****July 1977-November 1978**

Principal Administrative Analyst and Team Leader, providing administrative, financial, management, and human resources analysis and recommendations for L.A. County departments. Staff director for Health Services Revenue Management project

**CEDARS SINAI MEDICAL CENTER****September 1975-June 1977**

Assistant Director of Finance at 1,120-bed private acute teaching hospital with over \$100 million in revenues; responsible for management engineering, information technology, revenue accounting, and approximately 200 employees.

**COUNTY OF LOS ANGELES, DEPARTMENT OF HEALTH SERVICES****Director of Fiscal and Administrative Services, Mental Health****September 1974- September 1975**

Responsible for 55 professional and technical staff and \$100 million in budget. Lobbied successfully for additional state resources; negotiated and audited all community mental health contracts.

**Health Service Program Analyst, Administration****July 1973-September 1974**

Responsible for budgets and financial analyses of county hospitals; designed physician payment systems; negotiated affiliation agreement budgets with USC.

**Program Manager, Public Health****July 1966-July 1973**

Administered federally funded public health projects in communicable disease control and maternal and child health; prepared budgets and negotiated funding levels with federal funders.

**EDUCATION**

Harvard Kennedy School, National Preparedness Leadership Initiative 2006  
University of North Carolina National Public Health Leadership Institute 2004

Institute for Community Leadership: Leadership Academy 1999  
UCLA, Executive Management Program, Anderson School of Business 1992  
Harvard University, Executive Management Program for Non-Profit Executives  
UCLA Certificate in Health Care Reimbursement  
California State University, Los Angeles M.B.A.  
Occidental College, B.A. Cum Laude  
Occidental International Fellow, Brussels

**PROFESSIONAL ASSOCIATIONS**

Visiting Nursing Associations of America  
National Chairman, 1992-1993  
Board of Directors, 1985-1996  
National Association for Home Care  
Board of Directors, 1985-1986

California Association for Health Services at Home  
Board of Directors, 1986-1988  
American Public Health Association  
CDC Advisory Committee on BT Evaluation 2004  
State Joint Advisory Committee 2000 to present



**Health Services**  
LOS ANGELES COUNTY

DEPARTMENT OF HEALTH SERVICES  
Organizational Chart

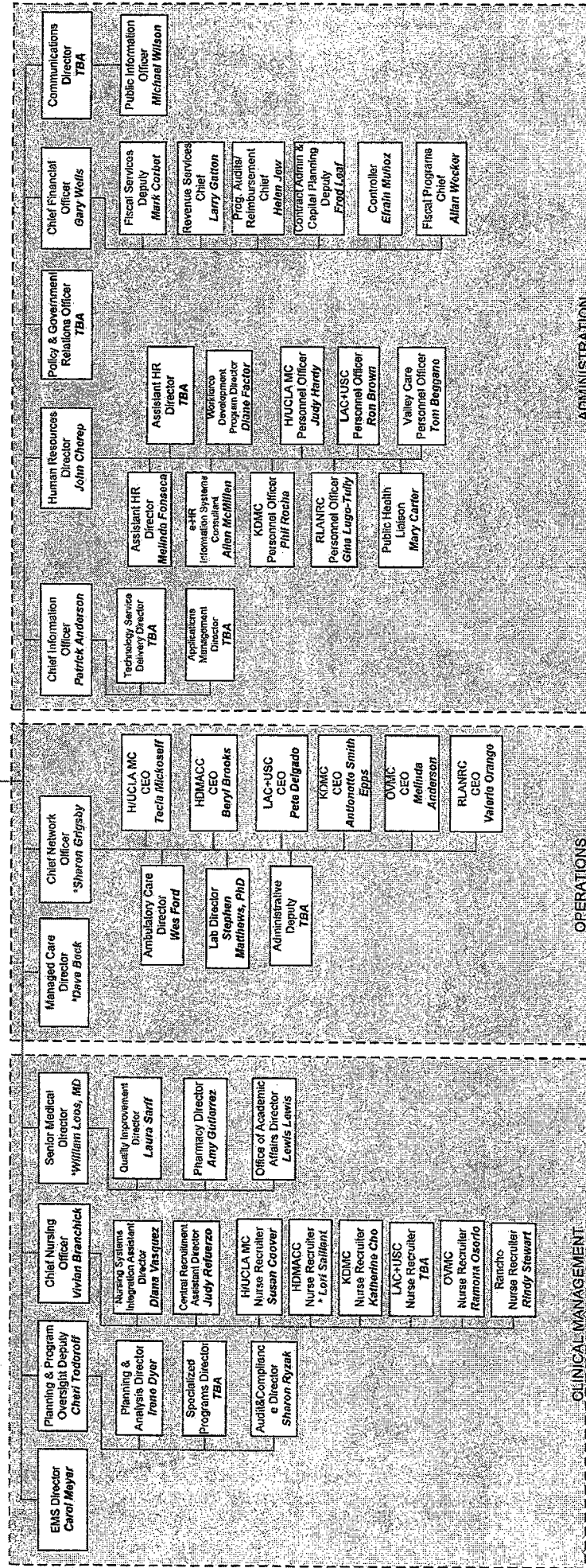
Senior Management Staff

Director & Chief Medical Officer  
**Bruce A. Chernof, MD**

Chief Deputy Director  
**John R. Cochran, III**

Board Relations  
Director  
**Reine Seidel**

Office of Patient  
Family & Community  
Advocacy, Director  
**TBA**



\* Acting

*[Signature]* 8/16/06  
Date  
Bruce A. Chernof, MD  
Director & Chief Medical Officer